

**Lector in Facility Management Mark-Erik Nota steps down after four years**

'I wanted to play a part in improving the level of training and in unlocking and accessing all the tacit knowledge that is present in industry.'

Page 3 & 4

**EuroFM Report**

produced for EuroFM by PFM magazine

Page 15

ISSUE 4 - OCTOBER 2007

A EuroFM Publication

# European FM insight

## In Brief

### **The Italian health sector: Facility revolution has just started**

The challenging process of reforming the Italian healthcare system has been underway for several years now. It is a long process but has already yielded results.

Page 4

### **Foundation of the CRE (Corporate Real Estate) Division of the Japan Post Group**

The CRE strategy points to the importance of: making the best choice of resources, reviewing the management patterns used for the real estate, utilizing IT to the fullest, and stressing governance and management from the viewpoint of the whole company.

Pages 5, 6 & 7

### **Incandescent light bulbs are going out of use**

Cuba is a pioneer in replacing incandescent light bulbs, followed by Australia and Europe.

Page 9

### **Know-how for clients**

Are you looking for figures, data and facts regarding Facility Management service providers? Look no further than the new "Market Survey of Facility Management Service Providers - Germany 2007".

Pages 10 & 11

### **Leading Ladies**

Several of our influential women claim that being a woman in the male-dominated FM environment has actually been beneficial.

Page 12

### **Urban Development from a Climate Perspective**

As an energy laboratory, where new ideas for energy efficient building renovation can be tested on a small scale.

Pages 13 & 14

## Research

### **EuroFM Postgraduate Research Workshop 2007**

Fifteen participants from Europe and the USA, and two discussants represented the postgraduate perspective while Wayne Tantrum (Siemens) represented the practice perspective, and Dr Suvi Nenonen (Helsinki Technical University) represented the academic perspective.

Page 2

## Education

### **The IBI project at the FH Kufstein - Research and education in an applied context**

The Facility Manager profession is going through a process of increasing professionalization.

Page 8

# Education Network Group for the Future Generation of Facility Management



**By Thomas Madritsch MRICS - Chairman of the Education Network Group**

**As one of the three focus groups of EuroFM, the Education Network Group will act as a platform to facilitate an active education network in Europe, reflecting an integrated approach towards Facility Management education, research and practice.**

The Education Network Group consists of educators, students and people with an educational interest in academic tuition as well as training for FM practice. We want to support European Facility Management education principles and standards. The role, or function, of the Education Network Group is

- to enable EuroFM to set standards of education in Facility Management throughout Europe. To facilitate an active education network in Europe reflecting the integrated approach towards FM education, research and practice.
- to assist educational establishments in the drafting of their FM curriculum, and to guide FM students to study at EuroFM member universities.
- to encourage and facilitate student and lecturer exchanges between EuroFM member universities, international exchanges of study groups, Europe-wide internships with companies and universities, and discussion programs for FM students

The Education Network Group therefore offers a range of possible ways of providing its members with added value for their involvement. I am proud to present some of our output and want to thank all active participants, sponsors and working groups supporting the ENG group in its efforts.

This will be just a short introduction to the hard facts output of our Education Network Group. The most important elements of added value are the "networking" parts which cannot be seen in hard facts. In Europe we have an

extraordinary mixture of educational models, ideas and tools to teach Facility Management. And there is an extraordinary opportunity for all participants to learn from each other and to share information. I want to invite additional members to join the ENG. We would be happy to see you at our future Member Meetings.

### **European FM Education Guide**

At the EFMC in Zürich the ENG has presented the first ever Facilities Management education directory in Europe. It is intended to provide a one-stop reference guide for FM stakeholders across Europe and to help to bridge the information gap between FM educational institutions and industry players. In this first edition, our project team has gathered information on 77

programs from some 53 universities in 14 countries.

The aim of this premier European FM Education Directory is to create a reference publication, which incorporates all of the relevant information for students, educators and practitioners regarding existing Facilities Management educational programs across Europe. It should close the gap between European FM educational institutions, and should assist educational establishments in drafting more standardized FM curricula. A further objective is to encourage and facilitate student and lecturer exchanges between universities, international exchanges of study groups, internships with companies and universities across Europe, and discussion programs for FM students.

This handbook is the first step towards making European FM education information available to all FM stakeholders in the fields of education, research and practice. In addition, the directory will support international exchange in the field of FM education and bridge language and cultural barriers. We hope our Education Guide will become a reference in the market for many years.

### **Poster Session**

FM students are invited to present posters on Facility Management topics. The posters provide students with an opportunity to present recent FM projects or research work and gain international recognition. The Euro FM Poster Gallery is a growing and well-

*continues on page 2*

### **JFMA Current** "Irasshaimase"-- Welcome to our friends in Japan

Please welcome the Japan Facility Management Promotion Association (JFMA) as the *European FM Insight's* newest participating organization. JFMA is the preeminent organization in Japan representing all aspects of facility management and has close ties with the Japanese government's Ministry of Construction as well as with other facility management related departments and organizations. JFMA certifies facility management professionals, conducts research and provides educational programs. JFMA contributions to *European FM Insight* are from its publication, *Current*, sent monthly to more than 8,000 readers.

### **NæringsEiendom** "Velkommen"-- Welcome to our 2nd Norwegian Publication Partner

It is a pleasure to welcome the Norwegian Real Estate and Facilities Management journal *NæringsEiendom* as *European FM Insight's* new Publication Partner.

*NæringsEiendom* has been 17 years in the Norwegian media market and the monthly journal is assumed to be read by roughly 40 000 business leaders.

The distribution is mainly in the greater Oslo metropolitan area and the editorial focus is on market information and communication in the Real Estate market as well as on competence development and professional management issues in RE and FM, reflecting both investor/owner and user interests.



# EuroFM Postgraduate Research Workshop 2007

Dr Margaret-Mary Nelson, University of Bolton, UK

The 2nd EuroFM Postgraduate Research Workshop took place on the 27th of June 2007 as part of the EuroFM Research Symposium activities. There were fifteen participants made up of postgraduate research students and supervisors from Europe and the USA, and discussants including two of the FM Researcher of the Year finalists representing the postgraduate perspective, Wayne Tantrum (Siemens) representing the practice perspective, and Dr Suvi Nenonen (Helsinki Technical University) representing the academic perspective.

The EuroFM Postgraduate research Network is part of the Research Network Group specifically for postgraduate research students in FM. It aims to 1) encourage interaction amongst postgraduate researchers in FM across member organisations, and 2) provide opportunities for discussing issues specific to postgraduate FM research through Research Papers / Posters, Research Workshops, and a discussion group to be hosted on the EuroFM website.

For the purpose of the Network, the Postgraduate Researcher is defined as "any person registered for a research degree higher than bachelor level" including: PhD (and equivalent), MPhil, Licentiate and Master of Science through Research. It excludes Magister or Professional Masters degrees.

The workshop started off with presentations from the finalists of the FM Researcher of the Year award. This lead into discussions around the issues emerging from the presentations and the papers presented throughout the Research symposium by postgraduate researchers. The key points discussed where related to FM research, methodologies for FM research, characteristics of FM research, and the future for FM research.

### FM Research

It was identified that FM research is still in its early phase, with a level of isolation from the real world. The challenge is to move on to second generation research in FM. There is a trend towards research in FM performance which could be classified under two areas: building and people (workplace) performance. It was identified that the future of next generation FM research should be linked to outcomes.

### Methodologies

Methodologies varied widely with the use of both qualitative and quantitative methods. These could be grouped into two main approaches to FM research as shown below:

Approach A	Approach B
Action research · Dynamic system · Different direction	Applied research
Longitudinal Studies	Derivation of theories
Conceptual models	Econometric models
· Literature review · Case studies	· Statistical analysis · Use of large data sets · 'Standardised' data collection · Reliability of data sets

Implications for postgraduate research students in using the various methodologies in either approach were discussed. These included issues related to rigour, reliability and relevancy.

### Characteristics

It was also identified that FM had certain characteristics which made research in this area different. Under this, we discussed issues related to multi-disciplinary research, and the challenges of multi-disciplinary team working and standardisation. There were also issues identified relating to knowledge sharing, including data protection and joint research publications.

It was agreed that there was a need for evidence based decisions in FM and that it was necessary to develop different approaches for FM research to ensure relevancy and reliability.

### Future FM Research

For the future, it was important to ensure that parallels were drawn between research and real world problems. The rate of change in organisations should be acknowledged and tools and methodologies to manage these change processes should be developed.

It was also important in undertaking FM research to identify the core organisational goals and link them to FM processes to demonstrate added value in Corporate Social Responsibility (CSR), sustainability and cost of service. In researching FM processes, initiatives and most especially the impact on organisational objectives should be examined. More research needs to be undertaken on tools in use in industry such as the Quality Functional Deployment (QFD) model which encourages engagement and helps to overcome barriers of communication.

As mentioned earlier, there was identified a need to use different methodologies, and to use new ones such as narratives and anecdotal evidence. Validation of such would be

ensured through documentation and paper trails.

### Future EuroFM Postgraduate Research Network

It was agreed that future postgraduate research workshops will only be attended by postgraduate researchers. Supervisors, other academics and practitioners will be invited from time to time to add their expertise to the workshops as required. The next postgraduate research workshop will be held in Kufstein, Austria on Thursday

17th of January 2008. The theme will be FM research methodologies and postgraduate researchers only are invited to contribute papers and presentations for peer review. Please forward all interests to Dr M Nelson at M.Nelson@bolton.ac.uk by the 31st of October 2007.

A survey will also be undertaken in October of all registered EuroFM postgraduate researchers to identify how the network should be taken forward and opportunities for postgraduate publication at the EuroFM research symposium. To register as a postgraduate research network member, please contact Dr M Nelson at [M.Nelson@bolton.ac.uk](mailto:M.Nelson@bolton.ac.uk)

Your institution will need to be a member of the EuroFM network.

## Education Network Group for the Future Generation of Facility Management

*continued from page 2*

established contribution to the European Facility Management Conference (EFMC) by the EuroFM Education Network Group. The Student Poster Gallery is open to students from European educational organizations which are members of EuroFM and is sponsored by SIEMENS Facilities UK.

The first poster session was organized at the EuroFM research symposium in Salford in April 2002. European students have since participated in the Poster Gallery in Rotterdam in 2003, in Copenhagen in 2004 in Frankfurt in 2005 and in 2006 and, last but not least, in Zürich in 2007. In Zürich we had the best ever level of participation with 15 posters by 24 students from 11 institutions and 7 countries. The best poster team won a trip to IFMA's World Workplace 2007 in New Orleans and the prize for the second team was attendance of EFMC 2008, which is to be held in Manchester.

### Student Awards

As one of the three new awards for excellence in Facilities Management across Europe we are proud to

promote the efforts of our best students. The awards are designed to demonstrate best practice and excellence in European Facilities Management. The awards ceremony took place at the gala dinner in Zürich at the EFMC. In addition to students' efforts it is also a reflection on the performance of the European Facility Management educational institutions. We hope that the award will motivate students to achieve high performance and companies to interact with institutions and students at an earlier stage.

### European Teachers Exchange: Offers and Demand

The EuroFM Education Network Group also offers a platform for European teacher exchanges. The program will be founded by the Socrates program. 40 different Facility Management courses will be offered by European educational institutes. The overview can be downloaded from [www.eurfm.org](http://www.eurfm.org) (see fact box).

### Fact box

#### Downloads - European Education Network Group, ENG

<b>Guide to European Education</b> <a href="http://www.eurofm.org/documents/European_FM%20EducationGuide.pdf">http://www.eurofm.org/documents/European_FM%20EducationGuide.pdf</a>
<b>Teacher Exchange Platform</b> <a href="http://www.eurofm.org/documents/Offer_demand_%20Database_%20ENG.pdf">http://www.eurofm.org/documents/Offer_demand_%20Database_%20ENG.pdf</a>
<b>Poster Gallery</b> <a href="http://www.eurofm.org/projects/inhoud5.php?id=12">http://www.eurofm.org/projects/inhoud5.php?id=12</a>
<b>Students' Newsletter</b> <a href="http://www.eurofm.org/documents/ENG%20Students%20Newsletter%201-2006.pdf">http://www.eurofm.org/documents/ENG%20Students%20Newsletter%201-2006.pdf</a>
<b>Awards</b> <a href="http://www.eurofm.org/images/FMbooklet_26June.pdf">http://www.eurofm.org/images/FMbooklet_26June.pdf</a>
<b>ENG Homepage</b> <a href="http://www.eurofm.org/educationgroup.php">http://www.eurofm.org/educationgroup.php</a>
<b>Contact:</b> <a href="http://www.eurofm.org">www.eurofm.org</a>

# Technology - making business faster, flexible and futuristic

Enter any workplace today and you will find technology at the core of its operations. Whether it's an office or industrial environment - wireless networking, automation, instant messaging and virtual meetings are all playing a fundamental role in transforming how business is conducted globally.

The facilities management industry is no different. From providing IT solutions that enable flexible working, to energy management systems that improve the efficiency of a building - technologies are changing the way we design and manage the working environment. Twenty years ago, none of this was possible. Now, these technologies are common place and have facilitated the growth of global business portfolios whilst enabling common working practices thousands of miles apart.

But where now? Moving forward, technologies will create faster, more flexible workplaces that enable businesses to meet the evolving

demands from their customers. Flexible working is already becoming common practice across Europe; with recent research identifying that the majority of flexible workers consider themselves location independent. Technologies enabling employees to work anywhere at anytime are allowing business to position their staff closer to their customers or wherever needed. Will there be offices in the future? Yes, but not as we know them now. They will be collaborative work spaces with warp-speed communication technologies making it possible for people who have never met to work together in virtual teams.

Meanwhile, businesses are

increasingly investing in innovative real estate tools so they can leverage maximum strategic advantage out of their property portfolios. Dynamic web-based tools provide complete transparency of how space is being used, what inefficiencies exist and where there is potential to maximise portfolio efficiency and workforce productivity. What was once a pen and paper analysis, is now a highly sophisticated operation giving access to instantaneous data. With this information, businesses can evaluate the performance of their expanding property portfolios, and consistently manage them across international borders, cultures and languages.

These types of technologies are also bringing together the traditionally separate disciplines of real estate and facilities management into an integrated solution that delivers a seamless transition from property acquisition to occupation to disposal

As if to echo this integration, technologies are also converging and ultimately, both workplace and building technologies could all operate from one 'IP' backbone. It's not just about connecting people, it's also about connecting equipment and technologies.

Furthermore, investment in centralised technology, such as smart energy metering or sensors, is allowing corporate real estate professionals and facilities managers to identify areas where more savings can be made. With the ability to monitor real-time highly accurate data, businesses can add significant value to their bottom line.

We can't predict where technology will take us in the next 20 years, but rest assured in the short term it will certainly converge. Less technology will provide more resources. It will generate increasing levels of detail and quicker access to accurate data. This can only lead to more informed decision making. With workspace becoming more competitive on so many levels, successful businesses must use technology to put themselves in the strongest commercial position for the future.



Mark-Erik Nota: 'The opportunity to close the gap between Facility Management education and industry seemed like an attractive challenge.'

In 2003, Mark-Erik Nota was appointed the Netherlands' first ever lector (associate professor) in Facility Management. Now, four years later, he is close to stepping down from the Facility Management Innovation Lectorate. Nota looks back on the past four years of pioneering work and ahead to a future in which a number of different lectorates will raise the profession to a higher level.

Mark-Erik Nota has always had an above average interest in education, so when four years ago he was offered the chance to become a lector in Facility Management, he didn't have to think about it for too long.

## Lector in Facility Management Mark-Erik Nota steps down after four years

'The research will continue'

'The opportunity to close the gap between Facility Management education and industry seemed like an attractive challenge. I wanted to play a part in improving the level of training and in unlocking and accessing all the tacit knowledge that is present in industry.'

*An ambitious goal. To what extent have you succeeded in achieving it?*

'The lectorate has taken the first few steps towards a new form of education, one which has closer links with industry and which addresses questions raised in the world of business. We set in motion the increased professional content of education and a professionalization of lecturers. The most important result of the lectorate, however, is that it had a sort of catalyst effect on FM education in the Netherlands. This lectorate will be followed by a number of other new lectorates. In the new academic, year various HBO (higher professional education) courses will include lectorates which will extend and expand upon our research programs. In other words: the research will continue.'

*Increased professional content of education and professionalization of lecturers. Are you saying that FM education in the Netherlands was lacking something?*

'Let me put it like this: there was room for improvement. I came across a lot of graduates, and found that the level was very variable. Some of them were very good, some less so. Most graduates are very young and so are not always able to get started in industry without further support.'

*To what extent has the lectorate raised the level of FM education?*

'We have initiated various research programs. The results of this research and the new knowledge and insights we gained from it are now being used in the Masters courses. In addition, the members of the knowledge network, the lecturers in the FM courses, have gained new knowledge and insights, which means they are better equipped to do their job. The level of the lecturers has been raised, and this has raised the level of education.'

*Four years ago, the lectorate started with a blank slate. How exactly did you set to work?*

'In the first instance we carried out a sort of survey of the market. We asked ourselves where the greatest need for new knowledge was and what research we would have to carry out for that purpose. To find that out, we interviewed important people in industry. Ultimately, we used FMN's research agenda, a sort of dormant document containing interesting

research topics. We used this agenda as the basis for setting up our research programs. The members of the knowledge network then set to work in collaboration with researchers.'

*What exactly is the role of the lector in this whole process?*

'In particular, the lector's tasks involve setting up a 'gateway' to industry. In a certain sense, the lector 'directs' the flow of knowledge between industry and the lectorate. In addition, as lector you are responsible for the quality of the research. The research must, of course, meet the usual scientific standards.'

*What kind of research programs were on offer?*

'We initiated eight research programs in total. To give a few examples: we carried out research in various hospitals into client-friendly healthcare as a result of the reassignment of tasks. We carried out research into alternative forms of tendering in the construction industry and into the possibilities and benefits of office innovation in the new Meander Medical Centre in Amersfoort.'

*What exactly did you do with the results of this research?*

'The ultimate aim of the research was to increase knowledge and to

*continues on page 4*

# The Italian health sector: Facility revolution has just started



**Maria Elisa Dalgrì (Editor in chief of Gestire IFMA Italia) interviews Francesco Ripa di Meana (General Manager of the Piacenza Local Health Authority and President of the FIASO Italian Federation of Health and Hospital Authorities).**

**"The challenge of bringing innovation to the Italian health sector started several years ago, but there is still a lot to do", says the President of the Federation of Italian health authorities. "Great progress has been made in terms of changing the existing cultural climate, by introducing autonomy from central government and spreading the ideas of Facility Management. But it is an ongoing process, and the initial enthusiasm must be maintained".**

The challenging process of reforming the Italian healthcare system has been underway for several years now. It is a long process, strewn with obstacles, but has already yielded results on various fronts and now seems to be irreversible. Many organizations have played an active part in laying the foundations for a new health service; one which deserves a mention is the FIASO, the Italian Federation of Health and Hospital Authorities, formed in 1998. The federation has the task of promoting the managerial culture throughout the sector, and supporting its members' conversion into independent authorities. We asked the president of FIASO, Francesco Ripa di Meana, General Manager of the Piacenza Local Health Authority, to outline the changes that have taken place in the healthcare sector, and analyze its relationship with Facility Management.

## **What stage has the innovation process reached?**

The process of renewal began with the conversion of state-owned healthcare and hospital institutions into independent authorities, a process that has since spread throughout the entire country, to a greater or lesser extent. However, the changes have not been systematic, and even within individual regions, some districts are more advanced than others. Several ideas, however, have met with global success, and have been implemented nationwide: autonomy and responsibility for decision-making, evaluation of results, target-based planning. It has been a cultural revolution that has affected the entire sector, and has led to the use of instruments that by definition did not belong to the healthcare environment, such as strategic planning, management of an annual budget and financial accountability.

Although the changes have been so extensive and far-reaching that a return

to the past is no longer possible, the momentum of this "revolution" still needs to be maintained, so that the benefits will be felt throughout Italy, and not only in certain areas.

## **How important is Facility Management in this process of change?**

Even here, I would say that there has been a general acceptance of the basic concepts of Facility Management, although the differences in terms of their application have varied widely from case to case. Certainly, the idea of giving the correct importance to the careful management of support services is now widely accepted everywhere.

It is also true that the healthcare sector has often shown a tendency to embrace certain instruments too enthusiastically, seeing them as magical answers to all ills. This is true of the attitude towards using a single supplier for all services (global outsourcing), but it has also brought long-lasting cultural benefits and encouraged the discussion of major issues. This means that apart from the decision of whether or not to outsource, which varies from case to case, the healthcare sector now understands the concepts of core and non-core divisions, grouping and separate management of services, and service quality in particular.

## **These are still issues of particular importance for healthcare facilities, is that right?**

Precisely. In this sector it is hard, and often inappropriate, to make a clear distinction between support services and the main service. In our case, the people performing the core business, i.e. the healthcare personnel, need to be involved right from the service planning stage.

## **What other considerations has Facility Management generated within the healthcare sector?**

The need to draw up specifications

has enabled each hospital to get to know its services better, and in particular to understand the importance of the analysis and planning stages tied to control (who exercises control over what, and by what means) or partnership and quality, without which outsourcing is merely a futile and damaging search for the lowest price. Even in this case, the know-how generated from these considerations has yielded benefits, quite apart from the decision of whether or not to resort to outsourcing. Specifications have developed the awareness of quality as a measurable element, something that must be constantly monitored. Since quality translates into precise, quantifiable targets, it is also possible to impose a policy of bonuses and penalties in relation to the targets achieved. In the public sector, this is a major change of outlook compared to the past.

## **What characteristics should the ideal healthcare facility manager possess?**

First and foremost, excellent powers of organization and an inclination to work successfully in extremely complex environments. Another essential characteristic is the ability to hold a constructive dialogue with hospital managers. This really is an essential quality, which is why hospitals tend to choose their facility managers from within their own organization.

Having said that it is entirely possible that the role could be filled by an outsider, but they must have gained good experience in environments in which the organization and requirements are similar to those of hospitals, and be willing to undergo specific training that will help them to understand the basic philosophy of this very special field.

## **What about suppliers?**

They also need an in-depth knowledge of hospitals and the underlying culture. In my opinion, this characteristic is still hard to find in the market for Facility Management. Equally important are total transparency and a constant dedication to a high standard of service provision; apart from anything else, these are things that every supplier should have, regardless of the special nature of the field in which they work.

## **Finally, what are the criteria used to select suppliers?**

The quality of the service they can offer makes up at least 50% of the decision. Obviously, this doesn't mean that the financial side has no weight - far from it. I think it is important to clarify what we mean: saving does not mean cutting costs, but spending wisely. In a system like the health service, where costs are rising all the time, spending wisely means investing effectively in the quality of services.

## **Lector in Facility Management Mark-Erik Nota steps down after four years**

*continued from page 3*

promote the flow of knowledge. We want knowledge to flow from the lecturers to the professionals, and from the professionals to the lecturers. This means that FM education will have increasingly closer links with industry. This interaction between industry and education got off the ground with the lectorate and it is precisely this which represents its great added value. This interaction offers continuity to education, in particular to the research activities, and that is very important. In addition, it means that the lecturers are more in touch with industry and can convey this better to the students.'

*In other words, an increase in professionalization for the entire FM education system?*

'That is indeed the ultimate aim of the lectorate. Thanks to the various research programs, more and more lecturers and researchers will obtain doctorates. More doctoral candidates will ensure better quality and greater prestige for FM education. As a result, Dutch FM education will really take off on the international stage over the next few years. And that, in turn, will ensure greater prestige for the entire Dutch FM industry in Europe.'

*So, the lectorate has successfully achieved its aims?*

'You could certainly say that. The

lectorate has got the ball rolling. Until recently, higher professional education had no tradition of research at all, nor did FM. The introduction of the lectorate has changed all that. This trend will continue with the new lectorates. The research and the development of Facility Management will carry on.'

## **Facility Management Innovation Lectorate**

The Facility Management Innovation lectorate was set up in 2003 by a consortium of four universities of professional education: Arnhem-Nijmegen University, Utrecht University, Saxion University and Zuyd University. The lectorate consists of a steering group, a lector and a knowledge network. The knowledge network consists of lecturers from the four universities and of researchers. From September 2007, the current lectorate will be succeeded by various new lectorates.

On 6 September, Mark-Erik Nota officially steps down from the FMInnovation lectorate and knowledge network. On the same day, Nota will give his farewell address at the Hotel Theater Figi in Zeist during the Dissemination of Knowledge symposium.



# Foundation of the CRE (Corporate Real Estate) Division of the Japan Post Group

By Takashi Saito

**The CRE Study Group Report on the Responsible Ownership and Use of Corporate Real Estate (2007) by the Ministry of Land, Infrastructure and Transport showed a paradigm shift of corporate real estate towards CRE. The CRE strategy points to the importance of: making the best choice of resources to maximize the corporate value of the real estate, reviewing the management patterns used for the real estate, utilizing IT to the fullest, and unlike conventional administration, stressing governance and management from the viewpoint of the whole company.**

Naturally, the Japan Post Group, as the torchbearer of a new era, recognizes the need to develop new real estate strategies. We are particularly aware of this need as a corporation on the verge of privatization (October 2007) who, until now, has considered matters from the standpoint of a bureaucrat, preserving and maintaining property without giving thought to the costs related to real estate ownership. We are now moving towards viewing real estate as a profit structure, and we consider it our responsibility to provide good services at a low fee in our core business by developing an optimal CRE strategy that will make good use of our real estate management resources. Furthermore, the social environment is changing in such a way that even a business as big as the postal system could easily become the target of a buyout if we continue to approach real estate ownership in such a carefree fashion. It is thus very sensible for us to have a CRE strategy, in terms of fulfilling our responsibility to stock holders as well.

Under these circumstances, the post-privatized Japan Post Group has settled upon establishing what will probably be the first CRE division in Japan. The following sections provide an overview and explain the background of that development.

## 1. Overview of the Privatized Japan Post Group

The current Japan Post Public Corporation, according to the postal

privatization taking place on October 1st, will be split up into a holding corporation and four companies.

CRE strategy planning will be carried out by the Japan Post Holdings Co., Ltd. Meanwhile, it is assumed that real estate development, as one solution in the CRE strategy, will be carried out by the Japan Post Network Co., Ltd.

### See Diagram 1

The characteristics of each company will be as follows:

#### Japan Post Holdings Co., Ltd.:

- Will be responsible for management administration and support of the group companies, and will maintain internal control of the group.
- Will assist in preparations for listing the stock of Japan Post Bank Co., Ltd. and Japan Post Insurance Co., Ltd., will prepare to list its own stock, and will conduct capital distributions for the group companies based on the group management strategy.
- Will manage the group's CSR and public relations and contribute to the society and the community.
- Will centralize the shared duties of the group companies and contribute to efficient group management.
- Will operate hospital and lodging facility businesses.

#### Japan Post Service Co., Ltd.:

- Will handle postal service duties (mail collection, sorting, shipping, delivery, issue of postal stamps and postcards).
- Will develop domestic and international operations that meet increasingly diverse and sophisticated distribution needs.

#### Japan Post Network Co., Ltd.:

- On consignment from the Japan Post Service Co., will carry out the duties of a postal teller.
- Will provide various financial products and services by serving as an intermediary for bank agencies and financial products on consignment from Japan Post Bank, and by recruiting life insurance applications on consignment from Japan Post Insurance Co.
- Will provide car insurance, variable annuities, and third-sector products such as life and damage insurance, and will develop new services and products such as real estate development, catalogue retailing, and mail order sales.

#### Japan Post Bank Co., Ltd.:

- Will provide such services as deposits, money wires, and capital investments.
- Will continually provide new services and products with a view toward providing better service to each individual customer.
- Will develop a strategy that capitalizes on the distinct features of various channels such as stores, public relations personnel, direct channels, and ATMs.

#### Japan Post Insurance Co., Ltd.:

- Will work closely with the Japan Post Network Co., Ltd., its ideal partner for project operations, to make available Japan Post Insurance products and services (endowment insurance, whole life insurance, term insurance, educational endowment insurance, annuity insurance, disaster related policies, and hospitalization related policies) through the nationwide network of post offices.
- At company stores, will endeavor to understand customer needs, and will provide service and products that fit the insurance needs of the corporate market.
- Will continually provide new services and products that capitalize on the Japan Post Insurance Co.'s distinct features, in order to respond well to increasingly diverse and sophisticated insurance needs such as survival coverage (longevity risk coverage).

## 2. The Present Condition of Real Estate in the Japan Post Group

The present Japan Post Public Corporation not only owns the post offices and other properties that comprise the core assets for each business, including postal operations, savings, and insurance, but it also owns a variety of real estate, ranging from welfare facilities and company-owned housing for 260,000 employees to hospitals and its "Mielparque" lodging facilities. The overall area of these properties comprises approximately 10 million square meters of land and over 12.4 million square meters of total building floor space. The total value of the real estate is about 1.3 trillion yen for land and about the same amount for building property. Compared to other businesses listed on the Tokyo Stock Exchange, the land capital alone makes us one of the top five biggest property owners (as of 2005).

After the privatization, this property will be passed on to the various companies in accordance with which company uses what property the most. For example, all the big post offices that operate collections and deliveries will be passed on to the Japan Post Service Co., Ltd.

Unlike the Japan Rail privatization, which separated the company into regions, the Japan Post privatization will separate the company into businesses. Consequently, we will have complex elements such as four companies using a single post office, for example, where leasing transactions take place between group companies, with the arm's length rule being applied.

The Japan Post Group owns diverse real estate assets, which can be characterized as follows:

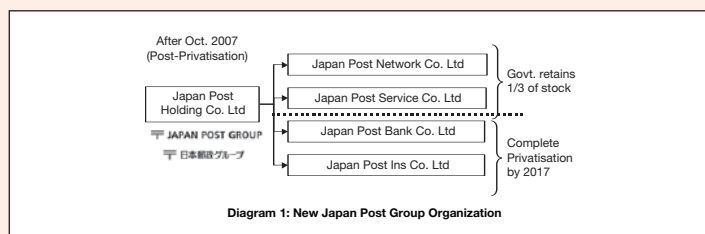
- There is great diversity in the types of real estate the group owns.
- In post offices, where much of the work is performed on flat surfaces, only about half of the legal floor space ratio is being used.
- The property is relatively unevenly distributed in urban areas (3/4 of the property value is concentrated in areas known as DID (densely inhabited districts)).
- The existing facilities include some low-use properties.
- Much of the property is not using the full potential (market value) of the land.

### See Diagrams 2 & 3

## 3. Foundation of the CRE (Corporate Real Estate) Division

Up until now, the Facility Management Department existed in

*continues on page 6*



# Foundation of the CRE (Corporate Real Estate) Division of the Japan Post Group

continued from page 5

Japan Post as an organization of related institutions with a tradition of post office construction spanning more than a hundred years back to the Ministry of Communication and Transportation days. That department used to carry out all construction-related tasks, from land purchasing, building design, and construction to post-completion operation, maintenance, and custodianship. Through consistent management, Japan Post guaranteed its predominance over other organizations in such matters as building longevity and standardization.

In terms of building quality assurance, we had a highly specialized system, but from the viewpoint of business property adjustments, we had a difficult time making adjustments within the businesses and are currently assessing different methods to handle the properties within the sphere of each business. We previously performed real estate optimization based solely on an assessment of whether real estate was necessary or not (to have vs. not to have) for our business without any regard for property performance. In fact, this was more than merely the established conduct, but was a method that was rather aggressively pursued in the disposal of property; in the government business world of only two alternatives, to keep or to dispose of, this was considered a reasonable method.

However, with privatization on the horizon, in order to maximize property performance and realize cash-flow management, it has become absolutely necessary for us to develop a strategy that will increase the companies' value and the value of all our real estate property from the perspective of the individual businesses and of the group as a whole. Accordingly, the post-privatization Japan Post Group has decided to establish the "CRE (Corporate Real Estate) Division" in the new shareholding company, Japan Post Holdings Co., Ltd., to strive for overall optimization.

See Diagram 4

As it were, in contrast to our traditional manner of perceiving the buildings from the individual projects level, from now on we will proactively manage our affairs, recognizing the capital costs of administration.

The major difference between the CRE strategy and the traditional established strategy in the Japan Post is that rather than viewing each facility solely in terms of its cost, the CRE strategy will determine the optimal

ownership method by taking into account the special characteristics of each piece of real estate, as well as the property's influence on PL, CF, and BS as a management resource and its effect on the procurement of business funds. By then employing a variety of practical real estate techniques such as development, leasing, liquidation, and securitization, the strategy will thus contribute to the improvement of corporate value.

See Diagram 5

Furthermore, by developing a real estate strategy for the Japan Post Group as a whole, we can develop a specialized management strategy for the core business of each of the companies, as well as acquiring a certain degree of freedom with our current assets by uniting the deficiencies in our low liquidity real estate with finance. Also, by adjusting things so that each company's leasing and disposing of low-use property leads to effective use of the properties by the other companies, and hence an improvement in the efficiency of all real estate, we will be able to maximize the value of our real estate as a management resource.

## 4. The View of the CRE Strategy in the Japan Post Group

In developing a CRE strategy, the Japan Post Group, which holds a number of diverse properties, will first make a strategy map for all its real estate properties and, based on the special characteristics of each and every property, allocate resources accordingly. It will then be important to develop a specific policy to maximize property performance based on this.

### 4.1 The Optimum Arrangement for Business Function (Asset Allocation):

In the FM property strategy there is a general concept already in use which involves determining the internal and external value of assets, and, with regard to high-value property in the latter group, comparing expected development benefits and business benefits and then dividing properties into retained assets for business use and developmental assets for investment use. Naturally, with respect to utilizing the assets for business use, if they are retained for a long period, internal values will be updated so that they continue to improve and thus asset values will continue to improve as well. With regard to low-value real estate, the aim is to streamline and sell in order to contribute to the improvement of property performance.

### 4.2 Measures for Increasing Efficiency and Optimizing Core Business Properties

Based on the CRE strategy, we will study policies for the effective use of

continues on page 7

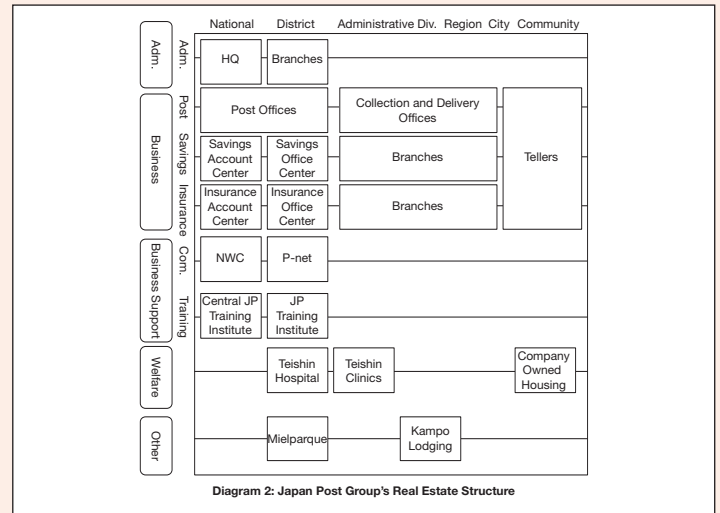


Diagram 2: Japan Post Group's Real Estate Structure

	Main Property (Real Estate)
Japan Post Holdings Co., Ltd.	HQ building, Postal Savings publicity facilities, welfare facilities for Postal Life Insurance members, etc.
Japan Post Service Co., Ltd.	Distribution Centers, Post Collection and Delivery Offices, Shinkosigaya Post Office, Narita International Airport Post Office, Tokyo International Post Office, Tokyo Tama Post Office, Yokohama Central Post Office, Nagoya Central Post Office, Chubu International Post Office, Shin-Osaka Post Office, Shin-Fukuoka Post Office, etc.
Japan Post Network Co., Ltd.	Branch Offices, Tokyo Central Post Office, Osaka Central Post Office, Nagoya Central Post Office Eki-mae Branch, post offices that do not handle collections and deliveries, company-owned housing, employee training facilities, etc.
Japan Post Bank Co., Ltd.	Savings Office Centers
Japan Post Insurance Co., Ltd.	Japan Post Insurance Office Centers

Diagram 3: Outline of Post-Privatization Japan Post Real Estate Succession

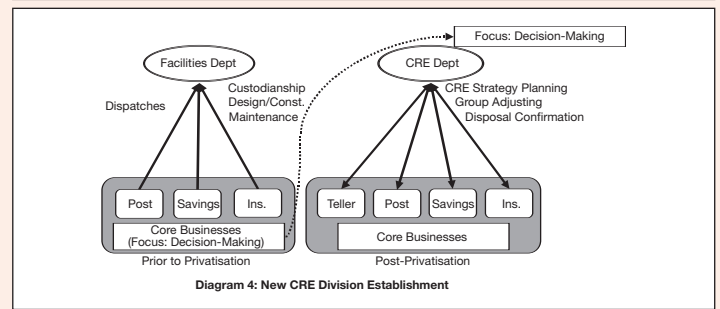


Diagram 4: New CRE Division Establishment

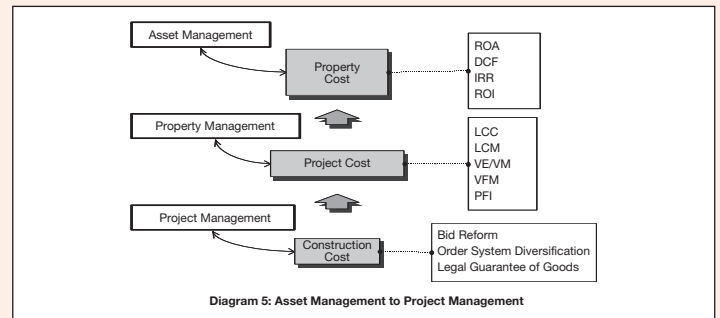


Diagram 5: Asset Management to Project Management

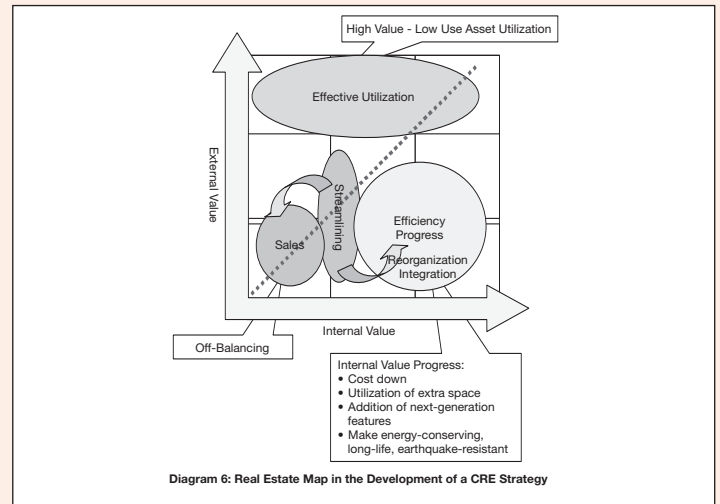


Diagram 6: Real Estate Map in the Development of a CRE Strategy

## **Foundation of the CRE (Corporate Real Estate) Division of the Japan Post Group**

*continued from page 6*

each company's real estate as important management resources.

- Property that is no longer used for its original intent will be labeled "Potential Sales or Development Property" and be disposed of quickly in accordance with each company's "Real Estate Disposal Process."
- Meanwhile, properties will be divided into those immediately relevant for business operations, or "assets for business use (core assets)," and those that complement each business, or "business complementing assets (non-core assets)." We will then implement measures such as "holding," "liquidation," "real estate commercialization (development)," and "sales."
- "Assets for business use":
  - These will be retained for the long term upon optimizing the holding value, including the use of "liquidation (sell/lease back)" measures.
  - With regard to assets presently retained for the Japan Post Group's internal use as well as

third-party leasing and real estate development, the necessity of these will be reviewed, and, if expected future business earnings are less than developmental earnings, the assets will be shifted and "real estate commercialization" will take place.

- "Business Complementing Assets":
  - Off-balancing will be promoted, except for property retained for administrative purposes.
  - A wide range of techniques will be adopted to maximize profitability in sales.

*See Diagram 6 (Page 6)*

### **4.3 Prospects for Development after Transfer of Functions:**

We will review property that has future development potential, including assets for business use from which development related earnings can be expected to exceed business use related earnings. This review will include exploring new locations for business functions and the possibility of their early transfer.

### **4.4 Introduction of Real Estate Liquidation Techniques**

In order to increase our property ownership options, to diversify the procurement of funds, and to lower the retention risks in the Japan Post Group's asset holdings, we are

considering introducing specific real estate liquidation techniques in the early stages.

We especially want to capitalize on the advantage afforded the Japan Post Group in having a banking facility within the group, by continuing to bring in new techniques to further unite the finance and real estate aspects of our companies.

### **4.5 Planning Better Utilization of Low-use Assets:**

For low-use assets that have a contingency of facility space due to the characteristics of the business they belong to, we want to improve property efficiency by devising a utilization policy that operates on a large scale rather than dealing solely with individual units.

### **4.6 Utilization of IT to Unify Real Estate Information:**

CAFM is still being used to manage some individual facilities at present. However, in order to develop a CRE strategy that more closely connects management, we plan to utilize IT tools and unify information in the CRE Division, thereby constructing a framework that will make the necessary management information immediately accessible.

### **5. Conclusion**

By developing and implementing a CRE strategy, the Japan Post Group hopes to be able to "Create a New Standard," as our slogan states, in the

field of Japan's corporate real estate. We look forward to the continued support and cooperation of everyone at JFMA in carrying out the Japan Post Group's CRE strategy.

#### **Note 1:**

The definition of a DID (Densely Inhabited District) Region is as follows:

oLocation: any core city or larger in its entirety, the capital city in its entirety, and general business centers.

oLand scale: 500 square meters or larger (in general business centers, 6,000 square meters or larger).

#### **References:**

- *Ministry of Land, Infrastructure and Transport (2007): CRE Study Group Report on the Responsible ownership and Use of Corporate Real Estate, CRE Study Group for the Responsible ownership and Use of Corporate Real Estate.*
- *Japan Post Holdings Co., Ltd. (2007): Post-Privatization Individual Company Outlines: <http://www.japanpost.com>*
- *CRE Study Group (2006): CRE Strategy and Corporate Management, Toyo Financial News Company. Japan Facility Management Association (2002): Investigation of User Satisfaction Levels at the Government Post Office Buildings (focus: facility evaluation index), Contracted research report.*

The *facilitec* Management Company in Spain

Madrid Barcelona

[www.facilitec.es](http://www.facilitec.es)  
A Grupo Cador Company



# The IBI project at the FH Kufstein - Research and education in an applied context

By Thomas Madritsch MRICS - Chairman Education Network Group and Project Leader, Wolfgang Brunauer and David Steixner- Research Fellows.

The Facility Manager profession is going through a process of increasing professionalization, in which FM research has been playing a growing role in the last few years. And it is this area in particular which is constantly giving rise to new questions, which can only be solved by creativity and innovation. For this reason, educational facilities in the field of FM are increasingly required to confront their students with the latest applied research in the field of Facility Management as part of their education. A particularly advantageous way to achieve this is through research projects in universities and technical colleges. A good example of applied research is the IBI project, which is taking place at the FH KufsteinTirol in Austria and whose objective it is to develop a real estate benchmarking database.

## Austria needs to catch up

Compared to Germany and, in particular, the Anglo-American countries, Austria has a particularly high deficit in reliable real estate related data and information. The fact that the transparency of the Austrian real estate market is still rather unsatisfactory was shown recently in the study "Global Real Estate Transparency Index", by Jones LangLaSalle, in which Germany is well ahead of Austria, which is ranked 15th overall. In daily practice, Facility Managers have a hard time determining a market orientation and, with it, an assessment of their own competitive position relative to the competition. Even simple questions like "Are our maintenance costs for heating systems too high, or should we rather focus on reducing the maintenance costs of the buildings?" cannot always be answered in a satisfactory manner and full performance monitoring capabilities are only rarely available. In actual fact, the decision makers in Austria have so far been relying mainly on their "gut feeling" and on internal empirical values. In view of this, the market participants are all interested in reliable, up-to-date and market-relevant information to use as a basis for economically sensible decisions. This is the only way for them to achieve an effective control of their property portfolios, a fundamental competitor analysis and a targeted reduction of operating costs.

## First benchmarking institute in Austria

FH KufsteinTirol has recognized this lack of benchmarking information. As a result, it initiated the government-funded project "Real Estate Benchmarking Institute" (IBI: Immobilien-Benchmarking-Institut) in November of 2005. The IBI has developed a new software program which, for the first time in Austria,

provides a simple and fast means of analyzing and comparing all relevant real estate data. Benchmarking is hereby regarded as a method for systematically and continuously strengthening a company's own competitiveness by using the market leader as a point of reference and identifying performance gaps relative thereto. The IBI software is a standardized online analysis tool, which enables Facility Managers to evaluate all relevant operating costs (energy costs, maintenance and repair costs, operating costs and electricity costs) anytime and anywhere. The more detailed the collected data, the more focused the real estate benchmarking will be. The software is capable of systematically collecting and analyzing up to 1250 data fields per object or control unit. Each data acquisition process is followed by a plausibility check, during which any missing inputs and statistical outliers are identified, which may have to be eliminated from the data pool. However, direct comparison is not possible due to the heterogeneous nature of real estate property. For this reason, a model has been developed, which enables the abstract mapping of the different characteristics of buildings in order to be able to compare real estate properties with one another on the basis of certain relevant criteria.

The IBI software supports the decision process in companies on three hierarchical levels:

- The evaluation of the aggregate portfolio provides top management with global key indicators in the form of a "management cockpit".
- The segregated portfolio level provides medium management with key performance indicators. It provides a means for the targeted analysis of cost and

performance areas of geographical and sector clusters.

- The object level, which forms the basis for the other two levels, provides object-related key indicators and improvement opportunities in the form of the "IBI building passport".

With regard to the application of the IBI software, there are practically no limits: The real estate properties which can be benchmarked include administration and office buildings, residential buildings and also logistics and retail property. For the first time, market relevant real estate data providing a clear basis for decision making are now also available in Austria. Benchmarking is hereby regarded as a method for systematically and continuously strengthening a company's own competitiveness by using the market leader as a point of reference and identifying performance gaps relative thereto. As a result, real estate benchmarking serves as an analysis tool for effective financial controlling. Participation in this market-wide database as a supplier of data and therefore automatically also as a recipient of analysis results is, at the end of the day, open to every interested market participant.

## Strong partnership

As a neutral institution and competence centre for questions related to real estate economics, the FH KufsteinTirol is the ideal candidate for dealing with these research and development tasks, providing innovative and practice-oriented solutions in return. A further factor which has been vital for the successful completion of the project is the fact that it was possible to obtain the support from the Austrian Research Promotion Agency (FFG: österreichische Forschungsförderungsgesellschaft) within the framework of the FHplus Impulse program, as well as from external cooperation partners in industry. In this way, the partners and sponsors share the not inconsiderable investment costs. CREIS, the German market leader and pioneer in real estate benchmarking, in cooperation with the well-known management consultancy firm Reality Consult, as well as the software specialist R&S, Austria's market leader in real estate valuation software, are all part of the program. In addition, the public utility company Kufstein is also making a significant contribution to this undertaking by not only providing its experience in energy optimization of properties, but also, as a manufacturer of real estate property management software, by making available its certified IT infrastructure

for external and secure data hosting. Further know-how is provided by the Austrian Association of Real Estate Trustees (ÖVI: Österreichischer Verband der Immobilien treuhänder), Real Estate Trade Association of the Austrian Federal Economic Chamber (WKÖ: Fachverband für Immobilien der Wirtschaftskammer Österreich), Facility Management Austria (FMA) and the Research Institute for Housing, Building and Planning (FGW: Forschungsgesellschaft für Wohnen, Bauen und Planen).

## USP for FM studies

The research conducted as part of this project is continuously generating results, which, in turn, enrich and further develop this discipline. The systematically acquired data form the basis for the solution to a number of scientific questions. Several papers have already been published in international conferences, for example:

- CAREB - Computer Aided Real Estate Benchmarking, AsRES Conference 2007, Macao
- The Determinants of Heating and Maintenance Costs: An Empirical Survey, AsRES Conference 2007, Macao
- Spatial Hedonic Regression Models for Apartments in the Vienna City Region, ERES Conference 2007, London
- Demand vs. Consumption - Analyzing the Energy Certification of Buildings, ERES Conference 2007, London

How to Identify Cost Drivers in Real Estate Benchmarking: An Empirical Survey of Heating Costs, EuroFM Conference 2007, Zurich

Due to its broad scope, students are being actively integrated into the project. At the FH KufsteinTirol, for example, three integrative case studies covering different parts of the project were assigned to their students. Moreover, various Diploma and Bachelor's theses have already been submitted in collaboration with the IBI. This makes it possible for students to be actively involved in the forefront of FM research. For this reason, the IBI project represents a unique opportunity for research and education at the FH Kufstein.

## Contact data:

IBI Benchmarking Institute  
University of Applied Sciences  
Tel: +43 (0)5372 718 19 - 121,  
Fax -104,  
Andreas Hofer Strasse 7, A-6330  
Kufstein  
[www.immobilien-benchmarking.at](http://www.immobilien-benchmarking.at)

## Figures.

[www.immobilien-benchmarking.at](http://www.immobilien-benchmarking.at)

# Incandescent light bulbs are going out of use

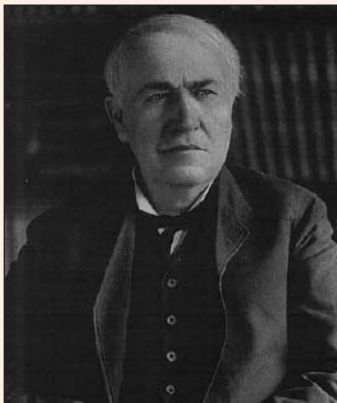
By Maria Yordanova

**Cuba is a pioneer in replacing incandescent light bulbs, followed by Australia and Europe.**

According to "The Economist": "The replacement of the incandescent light bulbs took over 130 years. This is the time between 1879 when Thomas Edison first demonstrated an electric light bulb, and 2015 - when it is expected that the light emitting diodes (LEDs), created on the basis of semiconductor technology, and the compact fluorescent light bulbs (these are luminescent lamps equipped with an ordinary bulb screw cap) will become basic means for lighting. The market value of this replacement will amount to USD 15 billion."

The story begins over 200 years ago, during the time when Alessandro Volta led in the electric battery. Two years later, in 1802, the English chemist Sir Humphry Davy used such battery for separating salts in a process today known as electrolysis. In March 1802 he invented the first incandescent light bulb, using a thin platinum plate. Davy chose this material because of its exceptionally high melting point. Despite the fact that no large-scale production was initiated for his invention, he remained the pioneer that gave the world the electric bulb. In 1879 the American inventor Thomas Edison, deemed as one of the most productive inventors of his time, with a hit record of patents registered on his name - 1093 - introduced the electric light bulb to the market. In his invention, the electric current passes through an incandescent metal plate in order to produce light. This way 95% of the energy consumed turns into heat, and just 5% - into light.

The so-called energy saving light bulbs are 4 times more efficient however the light they produce is still

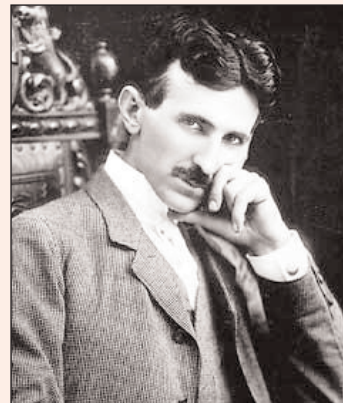


Thomas Edison

qualified by the customers as artificial...

## Some facts:

1. Most affordable are the luminescent lamps. Nikola Tesla first presented their prototype at the World Trade Exhibition in Chicago in 1893. Their bad name among the mass consumer is due to the unsuccessful composition of the luminophores in the cheap products (the ones with a white spectrum - Cool White). The lamps that emit good spectrum for the eyes until recently were mainly used for lighting aquariums and tropical gardens. Their spectrum is



Nikola Tesla

defined as Warm White or Daylight. However, they are far more expensive than the normal ones (about 5 to 8 times).

2. The LED lights have no problem with short lifetime and high electricity consumption, and give an opportunity to make light sources smaller. The Russian scientist Oleg Vladimirovich Losev invented the first LED in the distant 1920. The LEDs are semiconductor elements that emit light when an electric current passes through their chips. Crucial advantage is that having an equivalent light stream, they consume 10-15 times less than an incandescent bulb. With the latest technology achievements (LEDs with a light yield of 100 lm/W Seoul Semiconductor and 150 lm/W Nichia) this ratio can be increased up to 30 times. However, their serious drawback is the spectrum of light they emit. The LEDs are created on the basis of white light emitting diodes and so their spectrum suffers



Oleg Vladimirovich Losev

considerable flaws, especially within the red light region. Engineers are working hard to find a solution of this problem and it is just a matter of time when LEDs emitting normal light will appear on the market.

3. Some people even place the LASER among the other future mass light sources, but the LASER technology is characterized with exceptionally high prices and lack of safety. The LASER was invented in 1960 by Theodore Maiman.

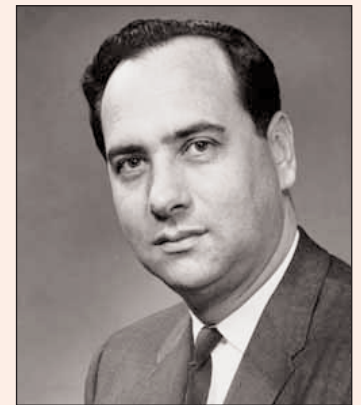
Worldwide pioneers in replacing old-fashioned light bulbs are the Cubans. In 2005 a large-scale program for light bulbs replacement started in the island's electricity transmission system. The progressive idea of Castro was followed more than enthusiastically by his closest friend and ally - Venezuela's president Ugo Chavez.

The Australian government also approved a program to ban the usage of incandescent light bulbs and replace them with more energy-efficient and long-lasting ones. According to the Australian Environmental Minister Malcolm Turnbull the country's Greenhouse gas (GHG) emissions will drop down with 4 mln tons till 2012 and the households' electricity consumption will shrink with up to 66%. "By 2009 you simply will not be able to purchase new bulbs of the classical type, because they will not comply with the standards of energy efficiency", claimed Turnbull repeatedly.

Just to remind you - Australia and the USA did not sign the Kyoto protocol for environmental protection. Australia ranks among the biggest GHG producers. The bulbs that are

incompliant with the economic standards for consumption will be taken off the shelves; an exception will be made only for special purpose lamps, like the medical equipment lamps. Currently the fluorescent lamps are more expensive than the traditional ones.

The European Union has as well taken a revolutionary decision to ban the most widespread electrical "appliances" - the "classical" light bulbs. The European leaders wish that the currently used incandescent bulbs be replaced with compact fluorescent ones. The European Commission has put a requirement that all member-states implement energy-efficient street lighting by 2008; by 2009 all lighting bodies having traditional incandescent bulbs should be removed from offices and homes. In 2015 usage of ordinary bulbs below 25 watts will be permitted; by 2017 their production will be ceased



Theodore Maiman

as well. The EU plan for lighting appliances is part of a large-scale strategy for energy efficiency, which also includes restrictions for appliances that go in standby regime. The idea is welcomed by environment-protecting organizations.

In the USA the green initiative was taken up by the Wal-Mart chain. They started own campaign for popularizing the fluorescent lighting appliances. In the beginning of 2007 they set the goal, by 2008 100,000 households to have fluorescent lights. This is going to save electricity bills of about USD 3 billion.

India on the other hand has found an interesting way of developing LEDs' potential. LEDs could be fed with solar energy, which makes lighting not only extremely cheap, but also completely green. A less than a year ago the Indian foundation Grameen Surya Bijli mounted solar-fed LEDs in one of the poorest regions of the country. Lighting a village using that technology consumes electricity equivalent of one classical light bulb. In the following ten years more than 100,000 Indian villages will have streetlight thanks to the cheap and green energy source.

# Know-how for clients

By Mark Tubersicht

Published by "Der Facility Manager" and MAKON GmbH, the "Market Survey of Facility Management Service Providers - Germany 2007" clearly presents the key corporate statistics for 35 FM service providers, as well as detailing the ranges of services they offer.

Are you looking for figures, data and facts regarding Facility Management service providers? Do you want to be able to easily compare clearly presented information? Then you should take a look at the new "Market Survey of Facility Management Service Providers - Germany 2007". "Der Facility Manager" and the Munich management consulting firm, makon GmbH & Co. KG, published the current edition on 21 June. Extending to 104 pages, the market survey contains comprehensive corporate key statistics and detailed service profiles for 35 Facility Management service companies - in short, expert knowledge for clients.

But that's not all: as almost all of the market-leading companies as well as numerous medium-sized and smaller service providers have taken part in the survey, the existing data can be used to deduce trends and developments, which are largely reliable, within the

Facility Management service market. The following analyses are based on information provided by 34 companies which had submitted their questionnaires before the time of going to press.

## Corporate ranking

A ranking of the companies taking part in the market survey was compiled, as it was last year. This time this ranking was extended to the top 15 participants. Once again, it was not possible to achieve the original aim of compiling a ranking based on turnover in Facility Management in Germany. This was due to the data provided being incomplete. Although it was possible to fill in some of the gaps in information from last year, not all of the companies with several business activities are prepared to indicate their turnover for the Facility Management area of operations in Germany. The ranking therefore orders the companies taking part according to their turnover for all business areas in Germany in

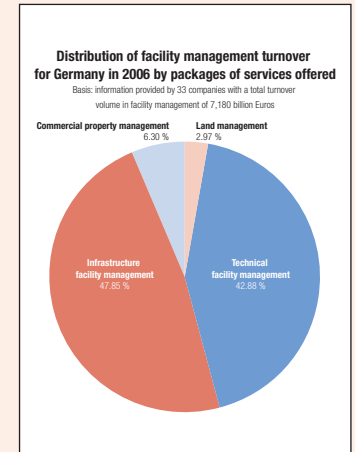
2006 and, in addition, provides details of their turnover in Facility Management in Germany in 2006, inasmuch as this was notified. The third column provides information regarding the relationship between the internal and external volume of the Facility Management turnover.

## Analyses of turnover for 2006

A total of 13 of the 35 companies taking part can be allocated to the infrastructural (services) management market segment. This means that they attain more than 50 per cent of their turnover from providing services in infrastructural Facility Management. 22 companies operate in the sector dominated by technical and commercial services. The majority of these companies achieve their turnover through technical Facility Management, and commercial Facility Management as well as space property management and land management.

The turnover of the participating companies derived from Facility Management in Germany in 2006 was subjected to detailed analysis. With a proportion of just under 48 per cent, infrastructural Facility Management makes up the largest proportion of the

volume of turnover, followed by technical Facility Management with just under 43 per cent. Commercial FM and space property management and land management services together make up a good 9 per cent of the turnover.

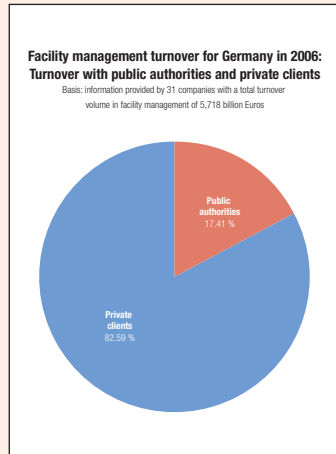


31 companies provided information regarding whether their Facility Management clients are public authorities or come from the private business sector. Contributing 17.4 per cent of the turnover, the public authorities constitute a significant client group.

Corporate ranking (all business areas)			Facility management key figures	
Rank	Company	Turnover for all business areas in Germany (in million Euros)	Turnover in facility management in Germany (in million Euros)	Relationship of internal/external volume of turnover (in %)
1	DeTeImmobilien	947.000.000	947.000.000	95/5
2	Infraserv Höchst	833.000.000	115.000.000	50/50
3	Dussmann	826.000.000	no information	1,3/97,7
4	DB Services	820.000.000	457.000.000	94/6
5	Wisag	659.000.000	659.000.000	0,1/99,9
6	M+W Zander D.I.B. Facility Management	637.500.000	342.000.000	1/99
7	Bilfinger Berger Facility Services	548.000.000	548.000.000	0,5/99,5
8	Hochtief Facility Management <sup>1</sup>	515.000.000	no information	3/97
9	Voith	373.200.000	150.000.000	5/95
10	MCE Stangl	365.000.000	124.000.000	2/98
11	Piepenbrock	347.000.000	347.000.000	1,7/98,3
12	Klüh	345.000.000	345.000.000	10/90
13	Gegenbauer	305.000.000	305.000.000	2,5/97,5
14	Axima	295.000.000	105.000.000	1/99
15	ISS	247.000.000	247.000.000	1/99
15	SKE	247.000.000	200.000.000	0/100

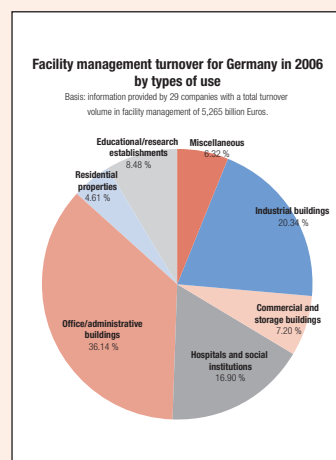
<sup>1</sup> Only global turnover and employee figures available.

Orders from parent companies, subsidiaries of parent companies, own subsidiaries and partners are deemed to count towards the volume of internal turnover



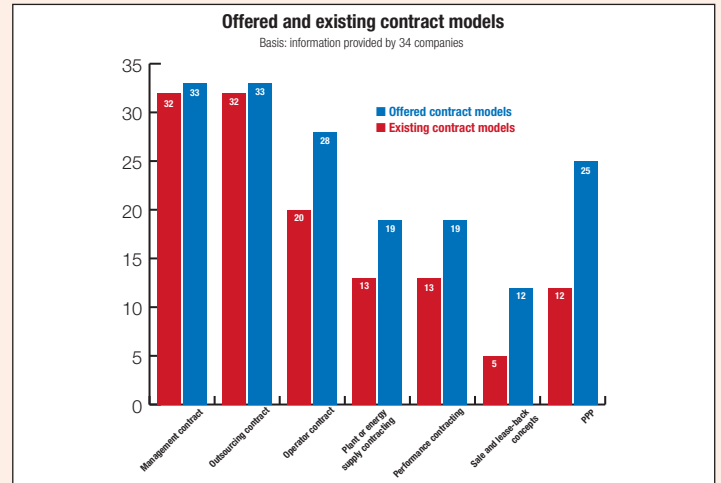
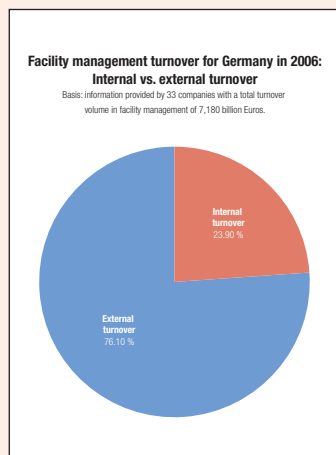
There is a relatively balanced distribution in the analysis of turnover according to types of use. Office and administration buildings make up the lion's sharemain part with a good 36 per cent, followed by industrial buildings with a good 20 per cent as well as the growth market of the care sector: with almost 17 per cent, hospitals and social institutions are a major factor. Educational and research establishments, commercial and storage buildings as well as residential properties account for smaller segments of the market.

Although more and more Facility Management service providers, which were disincorporated as service providers within their groups, have now fully arrived on the external market through sales, significant proportions of Facility Management turnover are still produced in the form of so-called internal turnover. Orders from parent companies, subsidiaries of parent companies, own subsidiaries and partners are deemed to count towards the volume of internal turnover. Based on information provided by 33 companies with a total turnover volume in Facility Management of 7,180 billion Euros, the proportion of the volume of internal turnover is approximately 24 per cent. However, just how much progress has been made in the development of internal Facility Management subsidiaries which have been launched on the market by their parent concerns organisations is demonstrated by the fact that among the top 15 service providers only DeTeImmobilien and DB Services are still established as mainly inter-group service providers.



**Existing and offered contractual relationships**

As regards the usual contract models on the market, management contracts and outsourcing contracts can be deemed to be the standard contracts. Most of the service providers also offer the option of establishing joint operator companies by means of an operator contract, but only 20 of the participants in the market survey have practical experience of this business model. A similar picture can be seen in the case of PPP. It is true that, with 25 companies indicating this, service providers are extremely willing to engage in Public Private Partnerships, but only just under half of these service providers (12) can, according to their own information, show existing contracts in this segment. Contracting offers in plant or energy supply contracting and performance contracting are important to 19 service providers, but only 13 service providers have practical experience of these two different forms respectively.

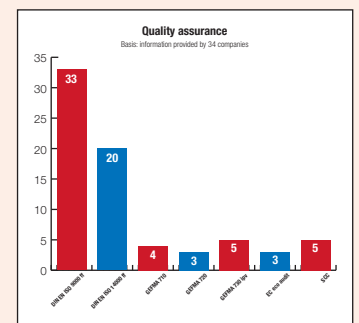


**Quality assurance**

The subject of quality assurance in service provision has very much shaped the FM market for some years. Certification according to the quality management standard DIN EN ISO 9000 ff is accordingly now deemed to be the industry standard. 33 of the 34 participants considered in the evaluation have this certification. The environmental management standard DIN EN ISO 14000 ff also has a relatively high distribution on the FM service provider market, with a total of 20 companies indicating this standard as well. The FM-specific quality management guidelines of the

GEFMA-700ff set of guidelines have not yet gained extensive acceptance to date.

**Robert Altmannshofer**



On 21 June "The Facility Manager" and Munich-based makon GmbH & Co. KG published the new "Market Survey of Facility Management Service Providers in Germany 2007". It can be ordered from our reader service by sending an e-mail to [andrea.siegmann@forum-verlag.com](mailto:andrea.siegmann@forum-verlag.com) or from the DFM shop at [www.facility-manager.de](http://www.facility-manager.de) for a price of 45.00 Euro (incl. VAT, plus 2.40 Euros P&P).

# Leading Ladies

**David Arminas, Cathy Hayward and Louisa Roberts**

**Meet the most influential women in the UK facilities management sector. Each one has demonstrated the talent, focus and drive that has prompted peers and colleagues in the industry to nominate them for special recognition.**

From consultants to directors of FM, from the private sector to the public and not-for-profit sectors, our aim is to spotlight a top 20 of female talent.

The initiative, sponsored by recruitment firm Michael Page, was launched in March to see which confident alpha females have stormed the apparently male-dominated bastions of facilities management. FM World received more than 40 nominations from across the industry and narrowed them down to 20. They work in a mixture of in-house, service provider and academic roles in the public, private and not-for-profit sectors and range from their early-30s to their late 50s.

Many have worked in the industry before it was known as FM and played a key role in the IFM or AFM before the bodies joined to become the BIFM. They all have a diverse experience of the industry with many combining operational experience in client and supply side positions with consultancy or academic roles.

Several of our influential women claim that being a woman in the male-

dominated FM environment has actually been beneficial. Far from being restricted by glass ceilings (or having to work harder to smash through them) our top 20 believe that being a female FM makes you more memorable and allows you to bring different skills into the role. Many cited improved interpersonal skills as being particularly useful in contract negotiations and managing people's needs and expectations.

Despite its reputation as a male stronghold, the facilities management profession compares well to other sectors in the built environment when it comes to representing women. Of the BIFM's membership 22 per cent is female, compared to 15 per cent of members of the Royal Institution of Chartered Surveyors, 13 per cent of members of the Royal Institute of British Architects and 5 per cent of members of the Chartered Institute of Building Services Engineers.

Almost all of our influential women have combined a top career with raising a family and refreshingly say that they do not feel discriminated against in the

workplace because they are mothers. They also don't feel that they were forced to make a choice about either having children or when in their career was best (or least worst) to have them, which was one of the key issues revealed in Management Today's recent profile of the top 35 women in management. Many female FMs feel that being a mother makes you more productive because you are better at meeting deadlines (having to pick up children from school at a set time or be at the school play focuses the mind to get a project completed). Looking after

children makes people more patient and able to multi-skill, requisite qualities for an FM, many argued.

When FM World launched its search for the 20 most influential women in facilities management, some people questioned if there were that many. But a glance through the following pages puts paid to that idea. We reveal that women occupy some of the most powerful positions in the industry. And aside from exceptional career paths, what our influential women have in common is talent, focus and a drive to succeed.

#### The most influential women in the FM sector in the UK are:

- **Alison Hartigan**, director of operations, Macro
- **Alison Saunders**, managing director, Mitie Managed Services
- **Angela Gibbins**, director of FM, Amnesty International
- **Anne Lennox-Martin**, FM consultant
- **Annette McGill**, director, Upkeep
- **Diana Kilmartin**, head of facilities management, Cemex UK
- **Elizabeth Parry**, corporate real estate manager, Cisco Systems
- **Iris Jos-Wyne**, corporate real estate director, Daimler Chrysler
- **Jan Conway**, former head of facilities management, Department for Education and Skills
- **Jane Wiggins**, BIFM programme manager, BPP
- **Jill Fortune**, senior lecturer in facilities management, Sheffield Hallam University
- **Lisanne Schloss**, vice-president property services, Morgan Stanley
- **Lynda Shillaw**, director of property, The Co-operative Group
- **Lucy Jeynes**, managing director, Larch Consulting
- **Marilyn Standley**, Concerto Consulting
- **Nicola Peake**, managing director, Accord FM
- **Rebecca Bradley**, vice president, Merrill Lynch Corporate Services
- **Ruby McGregor-Smith**, chief executive, Mitie Group
- **Tracey Guyatt**, facilities operation manager, AWE
- **Yvonne Wells**, director of property management, Land Securities

For individual profiles of the most influential women in FM, or a copy of the full article, email [editorial@fm-world.co.uk](mailto:editorial@fm-world.co.uk)

## Next Year in Manchester

Call for papers online! [www.efmc2008.com](http://www.efmc2008.com)



**EuroFM**

European facility management network



present

# EFMC

2008 | EUROPEAN FACILITY  
MANAGEMENT CONFERENCE

Save the Date!

10 and 11 June 2008, Manchester /UK /The Palace Hotel

With the support of



Conference Management Company



informa

Hotline: +49 (0)211/96 86- 37 53

# Urban Development from a Climate Perspective

By Niels Carsten Bluhme, Director of Environment and Planning, City of Albertslund

As an energy laboratory, where new ideas for energy efficient building renovation can be tested on a small scale, the City of Albertslund can challenge conventional thinking and create new competencies and technologies.

## Introduction to Albertslund

Albertslund, a young city with 30,000 inhabitants, is located 17 kilometers west of Copenhagen. A characteristic feature of Albertslund is that 80% of the city was built within a period of ten years in the 1960s and '70s. The city's land area is now almost completely developed.

Albertslund is part of the building boom of that era, when industrialized construction took off. At the time, Albertslund was a new, modern city designed according to contemporary, sometimes experimental principles of urban and traffic planning. Traffic is divided between "soft" and "hard" road users, a fact which today characterizes the experience of living and getting around in the city, while the city and its infrastructure comprises extensive green spaces and buildings which are homogeneous in character. Sixty-one percent of the residential properties are rental units and 34% are owner-occupied. There are 120 public buildings with a total of 220,000 square meters.

For years, the City of Albertslund

has focused on energy and environmental issues. Proof of this is, for example, the combined heat and power (CHP) plant in Vestegnen, a cluster of eight municipalities west of Copenhagen, and the partnership with the utility company Vestegnen's Kraftvarmeselskab (VEKS).

The first energy conservation plans for Albertslund focused on the development of district heating and on widespread connection to the new system. Today, 97% of the city's residences and businesses are supplied with district heating.

## Green Report Cards

The City of Albertslund received its first "green report card" in 1992. The report card covers the city's entire geographic area, and has been developed and expanded over the years. Green report card summaries are now sent out to each residential area, so that the citizens can see where their own usage falls in relation to the average in their area.

There is thus an extensive amount of data available to document developments in various residential

areas. The green report cards have been used over the years as a tool for dialogue about CO2 emissions, waste and water use.

## Agenda 21

In 1993, Albertslund received its first Agenda 21 plan, and since then an Agenda Plan has been prepared each year. The first plan formulated a goal to reduce CO2 emissions by 50% before the year 2010. Also in 1993, the Albertslund Agenda Center was established, with a view to supporting environmental work in Albertslund's residential areas.

## Municipal Buildings

Installations and windows in municipal buildings are renovated and improved on an ongoing basis in order to conserve energy. For many years, the city administration has requested, for environmental reasons, for energy conservation to be taken into account in all the repair and maintenance work carried out in municipal buildings. These investments are seen not only in terms of payback times, since investments with payback periods of up to eight years or more (up to a

maximum of 15 years) are obligatory. The evaluation of payback periods is made based on combined life-cycle considerations.

## Utility Operation

Systematic renovation work is done on the entire transmission network for public utilities. The meter-reading team of the district heating plant, which is responsible for replacement and checking of meters, has received additional training and can provide energy advice when they are in contact with users regarding meter replacement.

Efforts have also been made to develop incentive charges on district heating. The incentive charge was introduced in order to improve cooling of district heating water, and provides bonuses or penalties to users according to how effective they are in cooling the water in their own system. All citizens and home owner associations may call a heating consultant to have an inspection made of a building's heating system.

## Environmental Certification

All public agencies and municipal institutions are in the process of becoming environmentally certified. This means that, in 2008, environmental management will be implemented in all municipal entities. The environmental management group will formulate environmental goals, arrange for audits, and prepare annual environmental reports.

This is a large project and a long process, but it has been very significant for local commitment to environmental issues.

## Dogme2000 for Municipalities and Environment

The City of Albertslund participates in an environmental collaboration project with six other municipalities, all of which wish to make an extra effort for the environment in areas such as local involvement, environmentally sound construction, chemicals and the development of the green report cards.

## "Flatten the curves" in the Green Report Card

For many years the City of Albertslund has worked strategically to reduce the environmental burden from the city's own entities, from citizens, and from local businesses.

There has been a reduction in CO2 emissions in Albertslund, but primarily through changes in production; reaching our goals remains a major challenge. In recent years the use of both electricity and heat has stagnated or risen only slightly. The challenge is to "flatten the curves" in the green report card with a special effort in order to reduce the use of energy and resources and limit CO2 emissions.

All potential actors are focused on  
*continues on page 14*



The homogeneous character of the buildings in Albertslund makes it an attractive opportunity to develop solutions for energy efficient renovation, which can be used in other buildings and municipalities.

## Urban Development from a Climate Perspective

continued from page 13

new public energy initiatives at this time. As public actors it is especially necessary to increase our efforts. But there are still many barriers and lack of clarity as to how to approach this so that measurable, noticeable results are attained. As a local actor, the City of Albertslund sees an opportunity in answering some of these questions. By being a participant in energy conservation and the implementation of more efficient energy technologies in construction, the city can demonstrate how municipalities can lead the way in creating active, local partnerships in energy efficient renovation and low-energy solutions in buildings and neighborhoods.

In order to reach the energy goals, there needs to be a stimulus to create new incentives and develop financial and technological solutions, which can be seen, noticed and understood at a local level.

New Climate Strategy in Albertslund

Global climate issues have high priority on the international agenda, especially since the UN's International Panel on Climate Change declared that the earth's climate is changing drastically, and that human-created problems are the cause of it.

With a starting point in the city's CO2 goals and global climate change, the City of Albertslund wants to intensify its environmental efforts. Even if the City of Albertslund is responsible for only a small portion of the planet's consumption and emissions, the City wants to shoulder responsibility and help by developing a new climate initiative.

Strategic goals will be turned into concrete plans for action in a combined climate plan for the entire municipality, with particular focus on minimizing energy use and reducing CO2 emissions. The climate plan connects with the city's other strategies and initiatives to strengthen, coordinate and renew the combined environmental initiative.

Under the headings "Modernization, Energy efficient Renovation and Showcasing," the City of Albertslund embraces a new climate strategy in three inter-related initiatives. This new thinking by the City will be realized through

modernization and energy efficient renovation. Energy efficient solutions will be tested in specific projects, making Albertslund an energy laboratory with solutions which can be showcased and marketed.

### Modernization of the City

Renovation of Albertslund is already well under way; the city is being re-thought and modernized. One aspect of the new climate strategy is that future energy efficient solutions will be conceived and integrated while taking city planning, architecture and local identity into consideration. With a starting point in a more intensive climate initiative, new ways to develop the city's neighborhoods will be found, in an active interplay among city planners, citizens, and business interests. The possibility of implementing more stringent requirements for energy use in buildings will be evaluated and dialogue with contractors will be strengthened. At the same time there are challenges, especially for the legal framework and for financing, when collective solutions come into play together with private investment. In the electricity and district-heating areas the challenge is especially great, and the large public investment in supply and distribution of electricity and heat may complicate the adoption of new, individual solutions, even as legally mandated conservation by end users has been imposed on utility companies.

### Energy efficient Renovation

The homogeneous character of the buildings in Albertslund makes it an attractive opportunity to develop solutions for energy efficient renovation, which can be used in other buildings and municipalities. The city is strategically located in the capital region, with typical '60s and '70s buildings in the form of townhouses, single-family homes, and apartment buildings, and enormous potential for energy conservation in those buildings.

There is a need to develop solutions which make economic sense and are relevant for citizens and businesses, so that everyone has an opportunity to contribute to the new climate initiative.

Financing is a basic requirement for development, so it is essential to create a structure which can attract it. A crucial element in the new climate strategy will be to enter into partnerships which can set these new initiatives in motion. There are plans to establish an environmental research park which would be a platform for development and testing of new methods and products. The participants in the research park are construction-related actors who can see advantages and opportunities in a collaboration between municipalities, research institutes, consultants and entrepreneurs.

In the environmental research park, new ideas for energy efficient renovation in residential, institutional and commercial construction will be fostered through exchange of experiences, development of competencies and demonstration of new solutions. These ideas will be transformed into concrete renovation projects in Albertslund, thereby becoming an example of energy efficient renovation. Work will be done to attract the means for development and realization of these solutions, with an emphasis on promoting commercialization of the solutions, in order to create market demand and develop more competence and inspire entrepreneurs to carry them out. It is crucial for the combined climate and energy initiatives that accessible solutions be developed for the market which will attract investment.

### Showcasing

The solutions, as well as problems which emerge during the work on the climate strategy will showcase Albertslund as an innovative climate city. In the context of the climate plan, Albertslund will be seen as a laboratory for fresh, energy efficient thinking, a focal point for building

renovation, city planning and development, infrastructure, commercial activity and energy supply. Albertslund as an energy laboratory, where new ideas about energy efficient building renovation can be tested on a small scale, can challenge conventional thinking and create new competencies and technologies.

The activities and results of the climate initiative should be communicated and anchored both internally within the municipal organization and externally in all contexts where the city is an actor or an interested party. New ways of showcasing should be developed and put into use.

A regional perspective is important for the showcasing of energy efficient renovation solutions. The City of Albertslund participates in the Vestegn Collaboration, a partnership among eight municipalities in the region just west of Copenhagen. The buildings in Vestegnen are, just as in Albertslund, very typical of the era in which they were built. This means that solutions can be put into effect in Vestegnen with a starting point in the experiences gained in Albertslund.

At the same time, solutions in energy renewal and construction technology should also be seen in a larger, EU/regional perspective. If the level of competition and corresponding cost-effectiveness necessary to attract investment cannot be created locally, perhaps it can be created within the framework of the EU.

The City of Albertslund has the potential to become a catalyst for this market development, as an active local actor and contractor as well as with a proactive effort in the development of residential and commercial districts in the city.



Renovation of Albertslund is already well under way. One aspect of the new climate strategy is that future energy efficient solutions will be conceived and integrated while taking city planning, architecture and local identity into consideration.

**We welcome your  
opinion!**

**Please send your comments to**

**[eFminsight@eurofm.org](mailto:eFminsight@eurofm.org)**

## Report from the EuroFM Meeting in Antwerp, hosted by IFMA Belgium

First of all many thanks to IFMA Belgium and especially Chairman Gert Potoms, Manager Thierry Coeman and secretary Annemie van Goethem, for their hospitality and the work they did for EuroFM.

In the members meeting new board members were chosen. In the Meeting in Kufstein in January 2008, we will say good bye to Jose Garcia Cuartero and Thomas Madritsch as members of the EuroFM board. So from January



Suzan Opstal

2008 the EuroFM board will be:

- Albert Pilger - chairman
- Wayne Tantrum- vice-chairman
- Ole Emil Malmström - secretary/treasurer
- Helena Ohlsson - board member/PNG Chairman
- Per Anker Jensen - board member/RNG Chairman
- Rene Hermans - board member/ENG Chairman
- Suzan Opstal - board member/Corporate Associates

The new board will organise a strategy meeting to make a new work plan for the next two years. Some short notes from the board:

We established we are going to make EU-links: We needed to know specific information. The chairman of the network groups have to put that on the agenda of the Network groups of next meeting.

European FM Insight. We had 3 issues and we are going to deliver the fourth issue, on October 22. We have a plan to go from 3 to 4 issues a year. eFMi is a platform from Europe to Europe, but it is also open for international relations: 8.000 in Japan starting November, 18.000 in the USA and now we are going to make a deal with FM Australia, they will join as partners. It is becoming popular around the globe, it is moving faster than we anticipated.

New on the website: changes in the layout, we have a "bookshop" on our website, member organisations can deliver their products in English via the EuroFM website. IFMA Italy and GEFMA offer products through the EuroFM website. Members are invited to publish their publications on the website.

### Network Groups:

The Practice Network Group will take up several projects: interaction with CEN, mentorship programme, gather market intelligence information.

The Corporate Associates will concentrate on the EuroFM awards. We will have an extra award in 2008: European FM manager of the Year.

The Research Network Group is working on several projects such as FM and Healthcare and FM Processes. A publication will be prepared and the Network group is aiming to work on starting a research journal on FM.

The ENG network group recently published the education guide (downloadable at [www.euroFM.org](http://www.euroFM.org)), works on several projects for students, will take care of contacts between the FM educational institutes in Europe.

## FM Day IFMA Belgium and EuroFM

On September 20 IFMA Belgium organised FM Day for their members and for the representatives of EuroFM. After a welcome of both chairmen Gert Potoms of IFMA Belgium and Jose Luis Garcia Cuartero of EuroFM,

## EuroFM Diary 2007 / 2008

26, 27 June 2007

EFMC 2007

successfully passed in Zurich.

17, 18 January 2008

Kufstein Austria

10, 11 June 2008

Manchester UK

[www.efmc2008.com](http://www.efmc2008.com)

September 2008

Helsinki, Finland



Wayne Tantrum started his presentation.

Tantrum is responsible for the Facilities Management of Siemens UK. The subject of his speech is sustainability, he proved that this is not only an item for companies management, but is also an item the employees could be involved directly. Starting on World Environment Day in 2005 within the shared services department started a campaign "save the world in 3 minutes" to make people aware that every little bit really helps to save the environment. Tantrum himself as Captain Environment (a look alike of Superman) motivated his colleagues to make copies on 2 sides of a paper, turn of the screen of your computer and turn of the lights when you leave your room etc., but also at home you can save a lot of energy. They showed in hard figures what savings of energy, water etc. were realised.

BP, Johnson Controls and Alliance won the EuroFM Partners across Borders Award 2007. Tom van Duijn (Property manager Benelux of BP) and Martijn Drost (Customer Business Manager of Johnson Controls) presented the concept they use. BP outsourced their facilities in 2004. They wanted a pan European solution for all FM activities. Johnson Controls made a liaison with two competitors in FM Wisag and Sodexo Altys and formed the "Alliance". The Alliance does all facilities for BP in Europe. They work with local people, which know the regional norms and market.

Their point of view is that the only way to act successful in this concept, is sharing the same norms and adding value through partnership. In meetings, conference calls they keep in touch, they share knowledge, however they are competitors, in this project, they are mainly partners.

Danish Facility Management Association (DFM) did a big project on Facilities Management at municipalities. Poul Henrik Due presented the results of the project.

The afternoon was closed by a presentation of Mr. Rudi Clonen EMAE Facility of Nike. He presented the vision of Nike FM on communication and acceptance and sports as a crucial factor in the motivation of employees. Clonen presented the process of building a new logistic centre that had to be state of the art, nice to work, sustainable, with minimal risk and not one general contractor. They coordinated the project themselves, and they built the building in 1 year.



*EuroFM Report is produced for EuroFM by Jane Fenwick, editor of PFM magazine. [pfm@jimgroup.co.uk](mailto:pfm@jimgroup.co.uk)*








## Subscription

*If you would like to receive EuroFM Insight on a regular basis and free of charge send your subscription to*

[http://www.eurofm.org/pr\\_fm insight.php](http://www.eurofm.org/pr_fm insight.php)

*For further information about EuroFM visit our website: [www.eurofm.org](http://www.eurofm.org)*

## Editorial Board

<b>Chairman</b>		<b>Albert MM Pilger</b> <i>pilger.a@pfm.at</i>
<b>Country</b> <b>Zone 1:</b>		<b>Richard Byatt</b> <i>richard.byatt@bifm.org.uk</i>
<b>Country</b> <b>Zone 2:</b>		<b>Lennart Harpe</b> <i>l.harpe@humagement.nl</i>
<b>Country</b> <b>Zone 3:</b>		<b>Didier van den Eynde</b> <i>dvandeneynde@mmm.be</i>
<b>Country</b> <b>Zone 4:</b>		<b>Michael May</b> <i>m.may@fhtw-berlin.de</i>
<b>Country</b> <b>Zone 5:</b>		
<b>Country</b> <b>Zone 6:</b>		<b>Olav Saeboe</b> <i>olav.saeboe@pro-fm.no</i>
<b>Country</b> <b>Zone 7:</b>		<b>Antonella Perrone</b> <i>perrone@ifma.it</i>
<b>Country</b> <b>Zone 8:</b>		<b>Don Young</b> <i>don.young@ifma.com</i>
<b>Research Knowledge area:</b>		<b>Per Anker Jensen</b> <i>pje@byg.dtu.dk</i>
<b>Education Knowledge area:</b>		<b>Thomas Wehrmüller</b> <i>t.wehrmueller@hsw.ch</i>
<b>EuroFM</b>		<b>Dorien Michels</b> <i>eurofm@eurofm.org</i>

## Publication Partners

### Zone 1 - UK + IRELAND

**FMworld**



### Zone 2 - NETHERLANDS



### Zone 3 - BELGIUM + FRANCE + LUXEMBURG



### Zone 4 - GERMANY +

### AUSTRIA + SWITZERLAND



### Zone 5 - HUNGARY + CZECH REPUBLIC + POLAND + BULGARIA



### Zone 6 - DENMARK + FINLAND + SWEDEN + NORWAY + ICELAND + ESTONIA



### Zone 7 - SPAIN + ITALY



### Zone 8 - OTHER CONTINENTS



**JFMA Current**

Contact EuroFM Postal Address: Postbus 5135 • 1410 AC Naarden • The Netherlands  
web: [www.eurofm.org](http://www.eurofm.org) • Email: [eurofm@eurofm.org](mailto:eurofm@eurofm.org)